

# Disrupt Yourself Podcast

## EPISODE 205: SUMEET SHETTY

Welcome to the Disrupt Yourself podcast, a podcast where we discuss strategies and advice for how to climb the S curve of Learning™ in your professional and personal life, disrupting who you are now to slingshot into who you want to be.

I'm your host, Whitney Johnson. And our guest today is Sumeet Shetty, a former Quiz Bowl champion and a software developer at SAP India, where he's the founder of Literati, India's largest corporate book club, which is where I first met him.

Sumeet's love of books, is contagious.

Books are, after all, a great source of inspiration and instruction as we disrupt ourselves. In this interview, I've also asked him to share an example of how to manage people at the top of their S curve of Learning™. He's a delightful human being.

Sumeet, welcome.

**Whitney Johnson:** Sumeet, we're so delighted to have you on the podcast and what I would like to do as a starting point for people to get to know you is for you to share with us three stories about you. Three stories that are very formative, that will tell our listeners who you are. What are those stories?

**Sumeet Shetty:** Whitney, thank you for having me on this podcast. If I think about three stories that have had a huge formative influence on me, I would go back first to, I think it's about the year 1992. I'm in school. I have my summer vacations coming up and I get a present from my parents and that's membership to a local library. There was this small little library in Bangalore, not too far away from where I stayed. It was called Sunny Circulating library, very small little space crammed with books. And I remember going there with my father. He paid my membership fee and essentially, he let me lose in that library. And what happened afterwards was that it was the beginning of a lifelong love affair with books.

I remember the first book that I borrowed, and this was a book by a writer called Enid Blyton, someone whose work I still cherish and treasure today. The book that I borrowed was called *Five on a Treasure Island*. And it was a group of children known as the famous five. And they had all these adventures and they solved crimes. I was fascinated by that end. As I said earlier, it was the beginning of a lifelong love affair with books. So that's one big part of who I am my love for books. And. Books for me as Stephen King once said they are a uniquely portable magic, and that's how they've been in my life.

**Whitney Johnson:** Oh, I love that Sumeet a uniquely portable magic. Wow.

**Sumeet Shetty:** When I read that Stephen King quote many years ago, I thought that was such a beautiful way to look at books and it stayed with me ever since. So, this love for books made me more and more curious. It made me explore topics and subjects that I was not studying about at school.

And if I go now and talk about the second story that Influenced my life in a major way. I was in school. This was 1994. And the times of India's largest newspaper came in with this program called newspaper in education. So essentially you as a student would get the newspaper at school. And somebody from the Times of India would come and do a workshop for you.

And they would cover topics like books or music or cartoons or science. So once a month, somebody would come and do a workshop about a topic that was not on the official curriculum of the school. And that was fascinating as well. And I think, a little later in 1994, the Times of India decided to host the first quiz for school children. And because I had this reputation for being a bit of a reader at school, my school nominated me to be on the quiz team. In fact, they didn't just nominate me. We had to go through an internal quiz to select the school's quiz team. I was the only student from the seventh grade who made it into the quiz team.

My two other partners were from the 10th grade. So, I go into this school quiz in Bangalore. We have some of the best schools from the city competing. It's the first quiz of my life and my team goes on to win the quiz. So, I remember getting off stage and being a little dazzled by the fact that we finished first... Remember, this is the first quiz of my life.

And I also remember that as I got off stage people were coming in congratulating, the winning team, and they shook hands with the two 10th graders, and they didn't shake my hand. They pinched my cheeks because I was still wearing shorts. In my school, you got to wear trousers from the eighth grade.

And here I was a chubby little kid, and nobody thought that I might actually enjoy shaking hands with them. So, I got my cheeks pinched. So, this was a huge adrenaline rush for me because my, my prize for coming in first was an electric watch and a very interesting book published by the Times of India group.

It was essentially the first page of the newspaper, I think, over the last 50 or a hundred years. So, I still have that book and I treasure it. So, winning things getting prizes became a regular part of my life. I think it was it was near Pavlovian in its effect on me. So, I learned that if I wanted something in my life, I had to work hard towards it and earn it or win it. And there's this weighty interesting incident that I often like to tell people about. I think it must've been about 1996. There was a company called Max Page and they decided to conduct their own quiz. I, by this time I was neck deep in quizzes, my team and I, we were going into every single quiz that was happening in Bangalore and we were winning prizes for our school.

So, we decided to participate in the Max Page quiz. And at that time, I had two objects on my wish list. I remember speaking with my father about getting me a Casio digital diary. I don't know why I wanted the digital diary, but it was an object of desire.

And the second object of desire was a Sony Walkman. So, my father was the kind of guy. If I spoke with him about getting new toys or clothes or objects of desire, he was, he would negotiate with me. He would say, "Oh, your birthday, isn't around the corner. Or the end of the year is still quite far away."

But if I asked for books, he always said, yes. So long story short, I didn't get from him the digital diary or the Walkman, but we go into the Max Page quiz. We get into the finals. And as one of the finalists I received a gift hamper, which I brought back home and I always like to open my prizes once I got home, because I could share what I had won with my parents.

And imagine my surprise when I open up this little box as though the entire universe is conspiring to make my wishes come true. What comes out of the box first is the Casio digital diary. And what comes next is a Sony Walkman.

**Whitney Johnson:** No!

**Sumeet Shetty:** It is the most incredible story, unless you have experienced it.

**Whitney Johnson:** What a great story. Oh, fantastic.

**Sumeet Shetty:** If I had to pick one more moment in my life, which was hugely influential, it would be a time in university. I had this close friend of mine who recommended that I read a comic strip called Calvin and Hobbs by Bill Watterson. And again, I was completely mesmerized by Calvin and Hobbes. And as I went deeper and deeper into Calvin and Hobbes and started appreciating the art behind the artwork, I also started exploring the life of Bill Watterson.

And as I was doing this, I discovered a speech that he'd made at Kenyon college. I think in 1990. This was a commencement speech by Bill Watterson and this speech is probably one of those documents, and I say document because I didn't hear the speech, of course, I read the transcript of it. It's been one of the most life-changing documents for me. Bill Watterson, his thoughts on life, on art, on the nature of work, on money. So many of those thoughts resonated with me and a little earlier today, I went back and re-read that speech. And I think it still resonates as strongly with me as it did so many years ago.

**Whitney Johnson:** Would you share a passage from it that you really love?

**Sumeet Shetty:** I could do that. So, here's a section from Bill Watterson's commencement speech at Kenyon college in 1990, and I quote,

*"It's surprising how hard we'll work when the work is done just for ourselves and with all due respect to John Stuart Mill, maybe utilitarianism is overrated. If I've learned one thing from being a cartoonist, it's how important playing is to creativity and happiness. My job is essentially to come up with 365 ideas a year. If you ever want to find out just how uninteresting you really are, get a job where the quality and frequency of your thoughts determine your livelihood. I found that the only way I can keep writing every day, year after year is to let my mind wander into new territories. To do that, I've had to cultivate a kind of mental playfulness. We're not really taught how to recreate constructively. We need to do more than find diversions. We need to restore and expand ourselves. Our idea of relaxing is all too often to plop down in front of the television set and let its pandering idiocy liquefy our brains. Shutting off the thought process is not rejuvenating. The mind is like a car battery. It recharges by running. You may be surprised to find how quickly daily routine and the demands of just getting by absorb your waking hours. You may be surprised by matters of habit rather than thought. And inquiry, you may be surprised to find how quickly you start to see your life in terms of other people's expectations, rather than issues.*

*You may be surprised to find out how quickly reading a good book sounds like a luxury. At school, new ideas are thrust at you every day. Out in the world, you will have to find the inner motivation to reach for new ideas on your own. With any luck at all. You'll never need to take an idea and squeeze a punchline out of it, but as bright creative people, you'll be called upon to generate ideas and solutions all your lives. Letting your mind play is the best way to solve problems."*

**Whitney Johnson:** Oh, I love that. All right. So Sumeet, what about that spoke to you so deeply that it's become a lodestar for you?

**Sumeet Shetty:** I think it's Bill Watterson's meditation on the nature of work. The quote where he says, "It's surprising how hard we work on the work is done just for ourselves." So, throughout my life, I think most of the projects that I've picked up, both professional and personal have been projects that have mattered to me. And I've always worked because the work has been meaningful. I haven't worked to impress anybody else. I haven't worked to make my boss happy. I worked because I found joy in the work itself. And most of the work that I've done was done for myself.

**Whitney Johnson:** So good and your stories are just dazzling. All right, Sumeet you've told us these fantastic stories. Can you now talk about how your love of books and your fascination with Quiz bowl have influenced your career?

**Sumeet Shetty:** I think I had many advantages getting into the workplace because of my love for books and because of my love for quizzing. The first thing is that the love for books and quizzing had made me intellectually curious. What had also happened was that with many years of reading, I'd become a speed reader by default. So, it allowed me when I entered the workforce to be able to digest a large amount of enough information in a short time to be able to interpret it. And also, a lot of my experiences outside of the classroom at school, I was constantly at literary festivals, on stage at quizzes, it gave me the social skills that I needed to succeed in the workplace.

So, in my first month at work, I quickly became known for being the guy who called up employees at our global offices, asking them for help with a quick question or a suggestion. And I think it only happened because I had the confidence to pick up the phone, announce my name and say, "Hey I'm Sumeet Shetty. I work in Bangalore. And I have a quick question. May I have a minute of your time?" I was always grateful for the help that I got from colleagues, a lot of them whom I've never seen before. And that was also a big lesson for me in my life to be helpful to whoever asked for it. My journey in the world of books and quizzing made me curious, helped me to be creative, helped me to deal with ambiguity. So, if you're in a Quiz bowl and you're asked a question very often, it happens that you don't know the answer when you hear the question, but then the Quizmaster usually tells you all clues to the answer out in the question and then you take those little clues and you try to tease out little conclusions out of them.

And there are many times when I've not known the answer to a question, but after a couple of minutes of thinking my team and I had worked out the answer and isn't that how the business world is like? It's full of problems. So, that intellectual curiosity and that ability to solve problems and to answer questions in a unique way that comes from my love for books. And from many years of quizzing.

**Whitney Johnson:** So, a couple of things that are coming to my mind this idea is that the clues to the answer are in the question. And that really is a reminder of the importance of taking the time to figure out what the right question is to ask. If for us, in general, when we're trying to get the answers that we want, but also for you to say, "When someone is asking me a question, they're giving me all sorts of clues and am I taking the time to process what those clues are in order to come up with an answer that is useful to that person and is thoughtful on my part?"

**Sumeet Shetty:** Absolutely. I think listening is so important because a lot of information is lost because we're not listening enough. And we are so focused on responding to what someone has to say. I read a quote recently. I'm not sure if I'm getting it entirely right. But the gist of it was most people don't listen to understand, they listen to respond. And across those many years of quizzing, I learned to listen to what the Quizmaster was saying, what are the clues he wanted to give us? What are the clues that he didn't want to give us, but was accidentally doing? And after about a decade of doing that, I think I'd become a reasonably good listener and could process, pick up information and process information better than I would have if I hadn't had that background.

**Whitney Johnson:** So, something else you said that I've been thinking a lot about this cause I've been speaking to a lot of college aged students and they're thinking about getting their first job, this grand disruption that they're about to do when they graduate from university and go out into the workforce.

And you said something that was really powerful, which you would call people and ask for a minute of their time. And oftentimes this would turn into a conversation that was fairly lengthy. Could you talk us through your protocol or how you prepared for those calls so that people said "Yeah, I've got a few seconds," but then they were willing to stay on the phone with you.

They were willing to continue that conversation. So, what are some things that you did to prepare so that once you got them, they were willing to stay engaged with you?

**Sumeet Shetty:** So firstly, I made sure that I knew what I wanted. The worst thing that you can do if you're calling a stranger is if you don't know what you want, and then you ramble during the call about what you want. So, I made sure I knew exactly what I was looking for. Was I looking for a quick answer? A yes or no? Was I looking for a recommendation? Was I looking for a deep analysis of something? And I prepared so that I was absolutely clear in my mind what I wanted. The second thing that I did is I tried to find as much information as I could about the person that I was calling. If somebody had recommended me to them, then I made sure that I told them that. If I

found them myself, by looking around our corporate intranet, then I told them, “Hey, I was looking for information about this product or this topic. And your name came up so often that I thought I might ask you a question.”

And the third, I think, I don't think this is preparation, but I always made sure that I had something else to talk to them about. So, I remember having a conversation with a colleague from Czechoslovakia and we talked about Franz Kafka. And I was once talking to a colleague from Ireland, and we talked about James Joyce.

And I remember both these colleagues being absolutely fascinated that here was this guy from Bangalore in India, calling them about a question. And at the same time, the conversation was fun because they could also talk about something that mattered to them.

**Whitney Johnson:** So good. All right. So Sumeet tell us what you do today. So where do you work and what do you do? Just so that people have a clearer sense of what your day job looks like?

**Sumeet Shetty:** So I worked for SAP, the world's largest provider of enterprise application software, and I'm a development manager at SAP. I'm part of an organization called Intelligent Enterprise Solutions. And what my team and I do is we build software. And we have the unique opportunity to apply our creative talents, to solve problems.

And we work on a wide range of topics and technologies. And one of the recent topics that I've been involved with is conversational intelligence, which is a rather fancy way of saying chatbots. But, I'll stick to saying conversational intelligence. And this is one of my pet topics at the moment.

This is something that my team and I are really enjoying, getting deep into. We are obsessed with building a conversational assistant with which has personality.

**Whitney Johnson:** All right, so Sumeet among your many projects, one very important one that you did not mention is that you run a book club at SAP that you've run for over a decade. It's called Literati India. That's actually where you and I first met. Can you tell us why you started this? And one of the authors potentially that's been very influential for you.

**Sumeet Shetty:** So, Whitney, Literati is one of the labors of love of my life. And the story of Literati begins in 2009. I think the summer of 2009. I'd been with my company, SAP, for four and a half years, nearly five years at that time. And I realized that after my entry into the corporate world, my reading had come down in a big way. I just didn't have enough time. And I thought one very important part of my life, which was this connection to books, were slowly being lost. And one of the ways to deal with that was to engage once again in a regular way with the world of books. And that's how Literati was born. Many years ago, my father had a birthday present for me.

And it was this book called *The Dictionary of Challenging Words*, published by Penguin. And I remember the back cover of this book saying after the reading this book "Join the Literati." Yeah. I didn't know what literati meant. And I looked up the book and it said literati, the literally intelligencia.

I think I very quickly forgot about both the name and the definition, but in 2009, when I wanted to set up this book club, that insight came back. That memory came back, and I decided to call the book club Literati. And the format of literati was unconsciously modeled on this TV show called Inside the Actor's Studio by James Lipton. So, the idea was to invite authors, to come and speak at the book club. And I would have the opportunity to interview them on stage. And hopefully there would be an audience who would like to eavesdrop on our conversation. That was the format. We started that in 2009. After over a decade, it's still going strong. In fact, in 2019, we celebrated the 10th anniversary of Literati. My speaker, my special speaker at the 10th anniversary was five-time world chess champion, Viswanathan Anand, an absolute legend in the world of Indian sports and one of my childhood heroes. So, I got to meet one of my childhood heroes after running this book club for 10 years.

One of the greatest moments of my life.

**Whitney Johnson:** Oh. Oh, so good. What, when you met him, what stood out for you? So meeting him was a thrill, but was there something he said, something in that interaction that was especially meaningful or was it just the entire experience?

**Sumeet Shetty:** For me the first moment when I was introduced to him and his publisher said, “This is Sumeet,” he said, “Oh, Sumeet, I hear you read a lot. After our interview could you give me some reading recommendations?” And I was already completely disarmed by his humility here was somebody who was a legend in the international world of chess, was one of India's most respected sportspeople, was a five-time world chess champion.

And he had no airs about him. And I think humility is a trait that I've seen again and again, in the distinguished people that I've had the fortune of interviewing over the course of 10 years. So that, that stood out. And also, what stood out for me was how completely normal, like the rest of us, a world chess champion can be, we started talking and he spoke about his love for this television series called *Yes, Minister*. And I think one of the biggest lessons of my life has been that famous people, celebrities, they are no different from any of us. And one of the big skills that I think I picked up in my personal and professional life, because of the book club, is to be absolutely normal in the presence of distinguished people.

So, celebrities, famous people, they are much more comfortable if you treat them like a normal person. I think you, it's also good for you if you retain your sanity, when you're meeting somebody that you really admire.

And if you don't turn into jelly instantly.

**Whitney Johnson:** All right.

**Sumeet Shetty:** That's a good skill.

**Whitney Johnson:** Don't turn into jelly instantly. So, what book did you recommend that he read? Do you remember?

**Sumeet Shetty:** I had a present for him. I gave him a very special edition of Galileo's book. I try to give books to people that resonate with them. I gave him a copy of *Dialogue Concerning the Two Chief World Systems by Galileo*, which was 1632 Italian language book. But of course, the edition that I gave him was an English translation, a beautiful edition. And I thought he might appreciate that.

**Whitney Johnson:** So good. All right. So Sumeet, like I said, when we first met, I was speaking at your Literati India, and we were talking about the book, *Build An A Team* and you have since told me that you have applied some of the ideas in that book, around the S-curve of Learning™ with your team. And I would love for you to share with us one of those stories.

**Sumeet Shetty:** Sure. Firstly, *Build An A Team* is one of my favorite books and I've learned a lot from it. I thought I knew exactly how to hire and grow a team. And I probably have unconsciously patted myself on the back for thinking that I was doing that until I read the book. And then I realized how much I had to learn.

So, to answer your question. This takes me back to the time when I first got the role of a manager and as a manager, I inherited a team. So, I didn't get the chance to build my own team. I got a team, and I was told, “Here is a team that you can run.” So, I went over to my manager and I said, “Hey, I'm really struggling with this team. I'm not sure I have the right set of people.” And his answer was, “You're the one who wanted to get into management. This is your leadership challenge.” It was not an answer that pleased me very much at that point.

**Whitney Johnson:** No.

**Sumeet Shetty:** I went back to my team and one of the things that we needed to do in about eight weeks is to make an important presentation to a member of our senior management team.

And my team was just not ready for that. The team had not been trained on how to present their ideas, how to structure their thoughts, and we really struggled for a while. I asked the team to start to do some dry runs. So, we pretend that the, our member of senior management was already there. And we did the first dry run.

I don't remember the details, but it didn't go very well. And the second one was better than the first and through each step of the process. I tried to coach the team and help them, motivate them. There were people who are at different levels of the S curve in terms of presenting. And it took a while.

And I think after the sixth dry run, we were good to go, and the team was quite annoyed with me. And when I had my one-on-one with my manager a week later, he said, "I want to let you know that your team thinks you do too many dry runs." And I remember telling him, "I know what I'm doing just to back me through this phase. And you'll see what we are trying to do."

So long story short, a couple of weeks later, we have a presentation with this member of our senior management team. And he says before he leaves the room, "That was one of the best presentations I sat through all year, well done. You have a great team, and you have this knack for doing presentations in their team." And I think that's when I gained back the affection and the trust of my team members, because they knew that all that toil had not been for nothing. And the interesting thing is I had a year-end performance feedback conversation with my manager, where he said, the team said, "the great thing about Sumeet is he got us to do six dry runs." I couldn't help suppress a small smile.

**Whitney Johnson:** you had people who were at the top of their S curve. Maybe didn't want to be on the S curve with you anyway. And you said, "You know what, we're going to give you a challenge. We're going to push you, give you the opportunity to move into the sweet spot or to keep climbing."

They complained vociferously, and yet at the end of the year, it was one of the highlights.

**Sumeet Shetty:** Absolutely. I think that as technologists, as engineers, sometimes we may not realize, how important it is to structure our thoughts and present them in a way that makes an impact on someone else. And that was a big learning for that team. They were all very good at what they were doing. They were very good at programming. They were very good at solving problems, and I was very happy that as their coach, in my role, as their manager in quotes, that I was able to shine a light on one area of their practice of their work that needed their attention.

**Whitney Johnson:** Yeah, it's really powerful. Sumeet, you like to share quotes on Twitter and you also share beautiful images. So, anybody who wants to follow you, if you can maybe share your Twitter handle and we'll include it in the show notes.

But can you share a quote that's meaningful for you and perhaps also meaningful within the context of the conversation that we're having today?

**Sumeet Shetty:** One of my favorite quotes comes from this book called *Imagine it Forward* by Beth Comstock. And I had the great honor and pleasure of interviewing her at Literati some years ago. And the quote goes, "*You don't just work submissively for a company you tolerate, you agitate sometimes rebelliously to craft it into something great.*" And the reason I like those quotes so much is that in a very short way it explains, or it illustrates my philosophy for working in any organization that I'm part of any team that I am part of.

Yeah. There's the saying, "Which goes don't ask for permission, ask for forgiveness." And this spirit is something that I tried to bring into my work and in every organization that I've worked for, and this is also the spirit that I try to bring into the work that my team and I do.

**Whitney Johnson:** So, Sumeet for people who are listening and they're thinking, "Wow, he's so interesting," because you are, and they want to engage with you further, what's a good way to do that work. Where can they find you?

**Sumeet Shetty:** I can be reached on Twitter or LinkedIn. So, on Twitter, I'm @isumeetshetty. So, I, as an iPod or iPad and on LinkedIn, I'm at [linkedin.com/in/isumeetshetty](https://www.linkedin.com/in/isumeetshetty).

**Whitney Johnson:** Perfect. Okay. And then for everybody who's listening, we'll also include that in the show notes. All right. So, our final, actually our penultimate question is something that I always ask at the end of a coaching session, is what's been useful for you?

The idea being is that you've been talking and sharing your ideas and thoughts over the last few minutes. But as you've been doing that, there've been likely some connections or ideas that have come up for you and you want to tag those so that when we finished the conversation, you can act on them or do something differently as consequence.

So, it's not just me listening, but it's also you as well. What has been useful for you in this conversation Sumeet?

**Sumeet Shetty:** I love that you asked this, Whitney, because there was a time when we had a casual phone conversation, and it was great fun. And you asked me this as well. And I remember thinking, "Wow, that's a such a powerful question."

So, Whitney, we are living in a very difficult moment in world history, where we're in the midst of a pandemic. And speaking with you today and re-traversing the arc of my life just reminded me about how many things I have in my life to be grateful for. From that, some are present to go and visit Sunny Circulating Library, too participating in the first Quiz bowl of my life and winning it. Having so many incredible experiences through the book club meeting so many different people, including you. And I think you've been a lucky charm of sorts for the book club, because I've only had amazing speakers after you spoke at the book club.

So, I think it reminds me of the fact that I've been incredibly lucky in my life. And I'm very grateful for all the opportunities that I've had in my life and for all the wonderful people who showed up at the right moments for me in this life.

**Whitney Johnson:** Sumeet, I love that idea of things being, very difficult and challenging and taking that moment, you said of just gratitude and how it always shifts things just a little bit. Doesn't it?

**Sumeet Shetty:** Absolutely. Absolutely.

**Whitney Johnson:** All right. Any final thoughts that you'd like to share with us as we wrap up?

**Sumeet Shetty:** You know, as I was thinking about this conversation and the effect that books have had on my life, I think that books have positively disrupted my life and especially the idealism, invisible books. There's the saying that once an idea enters your mind and it expands your mind never goes back to its original dimensions. So, I think the single biggest disruption in my life has been that visit to the local library and the series of effects that it has had throughout my life. So that's my personal disruption moment.

**Whitney Johnson:** Sumeet Shetty. Oh, what a joy this hour has been with you. Thank you so much.

**Sumeet Shetty:** Thank you, Whitney. Such a pleasure to be in conversation with you and thank you for being such a gracious moderator and asking me such lovely questions.

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So much to take away here, but I'll do just five.

Number one, it is interesting to me that in Sumeet's software development work, it's all-around chat bots, around conversational intelligence and that you can decipher and answer in a question. He certainly, as you saw, as you heard, models that intelligence in his real-life conversations. That had me then thinking back to an episode we did a couple of years ago with Lisa K. Solomon Episode 82, where she talked about designing a conversation, she says



that conversations are interactive. They have connectivity. They often start with generative questions, but we're never really taught how to have those conversations.

Second. I really appreciated Sumeet's focus on the practice of gratitude. If you haven't already, I would encourage you to go back and listen to Episode 160 of our podcast around battling entitlement. Gratitude is the antidote to entitlement. That idea of what do I have enough of? What am I grateful for?

Three. Sumeet was mesmerized by Beth Comstock, former vice chair of G.E., and he should be. Since you can't hear his interview with her, you can listen to ours, episode 77, we'll put a link in the show notes.

Four. I really appreciated how Sumeet gave us that example of what do you do when you have people at the top of the curve, it's a question people continually ask me, how do I manage people? They're bored. I want them to re-engage. Well, you do it by giving them a challenge, a challenge where they say, all right, I'm out of here. I don't want to do that challenge or they're super energized. And that pushes them back down into the sweet spot of the S curve. We talk about it *Build An A Team*, not that example, per say, but what to do with people at the top of the curve. This is a nice practical example that you can apply some permutation of that in the work that you're doing today.

Fifth, and finally, what you did not hear or observe, so I will tell you, is how carefully we crafted at the behest of Sumeet this interview. I sent him some initial questions, but then for the interview, we would do one question, see what answers came up, and then allow that answer to help us figure out what the next question would be.

It was like this software sprint and a beautiful example of accelerant number seven in the framework of personal disruption where you're driven by discovery, you take a step forward, you gather feedback and adapt. If you'd like to give us some feedback, some things that we can improve, please send me an email at [wj@whitneyjohnson.com](mailto:wj@whitneyjohnson.com) if you'd like to be more public, if it's good, leave us a review, wherever you listen to podcasts. Tell us what you enjoyed about the interview and in advance, thank you. If you'd also like some book or podcast recommendations of mine to go along with Sumeet's as you climb your current S curve, go to [whitneyjohnson.com/calm](http://whitneyjohnson.com/calm), as in *Stay Calm Amidst the Chaos*. There are podcasts, there are book recommendations for each of those seven accelerants of personal disruption.

Thank you again to Sumeet Shetty for being our guest. Thank you to you for listening. Thank you to my team, Emily Cottrell, Whitney Jobe, Melissa Rutty and Nancy Wilson.

I'm Whitney Johnson.

And this is Disrupt Yourself.